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17 November 1966

MEMORANDUM FOR: Director of Security

THROUGH : Acting Chief, SP&ES

SUBJECT : Reporting Procedures for Area Security Officers

REFERENCE : Memo for Multiple Addressees from Acting Director of Security, dated 27 August 1965; Subject as above.

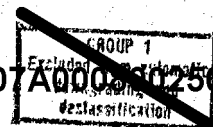
1. Purpose.

The purpose of this memorandum, as requested, is in response to a determination made by the Acting Director of Security in his memorandum cited in reference, as follows: "It has been determined that under the reorganization the Area Security Officers will report to the Deputy Director of Security (PTOS). For the time being there will be two exceptions to this procedure: Area Security Officers at OSA [REDACTED] will report to the Deputy Director of Security (IOS). It has been agreed that these exceptions will be reviewed at the end of the year to determine whether the special considerations making the exceptions desirable are still in effect."

2. Factors Which Have a Bearing on Area SO Reporting Channels.

Such factors perhaps can be set forth best in the following terms:

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a. The basic/primary activities of the several Area Security Officers are similar.

b. A well-established and proved business/management axiom is that more efficient management and supervision; more consistency in policies, guidelines and guidance; more efficient and effective communications; more uniformity in criteria and standards; better understanding of the problems involved which in turn results in higher esprit de corps; and greater expertise in administration and control will result in programs of common concern when there is only one reporting channel. The greater the departure from this axiom the greater will be the problems created by such divergence. That is, multiple top level sources of interpretation and administrative control are direct causes for the development of undesirable differences.

c. Dual reporting channels by Area SO's, from an Office of Security standpoint, will create or establish different security policies, procedures, approaches and decisions in the various Agency components.

d. It is essential from a policy point of view that Office of Security basic policies, guidelines and criteria be consistent throughout the Agency. However, there must be sufficient flexibility.

e. The functions of Area Security Officers are not too sensitive, specialized or extensive as to preclude reporting to a particular Deputy Director.

f. The added capabilities of the several Area Security Officers since the initial establishment of their reporting channels is a significant factor.

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3. Findings and Conclusions.

a. Current Reporting Channels to the Office of Security by Area Security Officers (including overseas Security Officers) are:

(1.) To DD/PTOS

DCI Security Staff  
Office of Training Security Officer  
FI Staff [REDACTED] Security Officer  
Office of Logistics Security Staff  
FE Division Security Officer  
OSI Security Officer  
NE Division Security Officer  
WH Division Security Officer  
DOD Security Staff  
CA Staff Security Officer  
DD/S&T/SISS Security Officer  
NPIC Security Staff  
[REDACTED] Security Officer  
Overseas Security Officers

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(2.) TO DD/IOS

Office of the DD/S&T Security Officer  
OSP Security Staff  
OSA Security Staff  
[REDACTED] Security Staff

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b. Fourteen (14) Area Security Officers including the Overseas SO's report to DD/PTOS and four (4) to DD/IOS. By referenced memorandum (from Acting Director of Security to Deputy Directors and Staff

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25X1A Chiefs) all Area Security Officers were to report to DD/PTOS except those of OSA and [REDACTED]. However, at this time four report to DD/IOS. These other exceptions were made as an interim matter.

c. A review of the Area Security Officers' job description, and the security support required by the Agency components concerned, point up the fact that security support activities are quite similar and not basically oriented to a single Office of Security Directorate or Staff. Rather, their functions, for the most part, are essentially the same as the various security Directorates and Staffs. The extremely heavy industrial security load (less clearances) carried out by DD/S&T, OSA and OSP is of important significance. For instance, three (3) OSP field Security Officers spend 100% of their time on industrial security matters, and it is estimated that the OSP Security Staff at Headquarters spend approximately 60-65% of their time on industrial security support. Likewise, OSA Security is heavily oriented to industrial security. Germane to this point is the establishment by OSA and OSP of their own courier system which now handles at least 90% of their own requirements. The other 10%, or less, is furnished by IOS which formerly carried the entire load. This approximate 10% constitutes essentially the IOS Sensitive Specialized Operational Security Support provided OSA and OSP. The other Security Support is the same as provided Area Security Officers under DD/PTOS, i. e., escorting personnel, assisting VIP's through Customs, handling compassionate cases, [REDACTED] special investigations, etc. In this connection, it is concluded that the security functions of DD/S&T, OSA, OSP, except for the issuance of security clearances by DD/IOS and DD/PS and similar support provided other Agency elements, are primarily within the area of the DD/PTOS responsibility.

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d. Each of the OS Directorates is considered sufficiently sophisticated, in terms of capability and know-how to handle sensitive matters.

e. Established experience and stature of the OS Directorates point up to the fact that the Area Security Officer program is not too large or too specialized as to preclude a single reporting channel.

f. The following Office of Security elements concurred in the recommendation that all Area Security Officers reporting channel be to the DD/PTOS:

DD/PTOS	See TAB A
C/SRS	See TAB B
C/A&TS	See TAB C

g. The following Deputy Directors nonconcurred in the recommendation, and recommended that the reporting channels for the Security Officers of DD/S&T, OSA, OSP and [REDACTED] be to the DD/IOS:

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DD/IOS	See TAB D
DD/PS	See TAB E

(1.) The reasons for DD/IOS noncurrence are: "The special considerations that prompted the Director of Security several years ago to have Project Security Officers of OSA and [REDACTED] report to DD/IOS have not changed and it is, therefore, recommended that the Security Officers of these components, as well as the Security Officers of DD/S&T and OSP report to IOS." Special considerations are:

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(a) "OSA, OSP and [REDACTED] are involved in highly specialized operational activities that require specialized and often immediate support from the Operational Support Division and the Investigations Division of the DD/IOS. Experience has proven that the predominance of Security work for OSA, OSP and [REDACTED] pertains to cover clearance actions and Operational Support matters."...Also, "The need for immediate response to the requests made by these components for operational support, cover support, and clearance support, has made it essential that the lines of communications be direct. The need for quick policy decisions also calls for direct lines of communications."...In addition, "A special clearance branch was created within IOS to handle the unique clearance requirements of OSA and OSP."

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COMMENT:

(a) As pointed out in subparagraph 3c above, the Security Support posture of DD/S&T, OSA, OSP and [REDACTED], as related to Office of Security Directorates, has changed substantially since the original decision several years ago to have OSA and [REDACTED] report to the DD/IOS. The predominance of highly Specialized Operational Support previously provided by IOS consisted of providing all escort or courier service for the movement of very sensitive project material. However, with the establishment of their own courier service (OSA and OSP), IOS has been relieved of at least 90% of this manpower requirement. IOS does provide courier service for OSA and OSA whenever the need arises, but this is something less than 10% of their requirement. Also, as pointed out above, one of the large security requirements of DD/S&T, OSA and OSP is in the field of industrial security which is a very highly specialized support field in terms of policy matters, relations with other government agencies, and private contractors. The findings

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indicate that approximately 1/3 of the clearance load of ID/4 come from CIB/SR&CD which is a DD/PS channel. This is a typical example of requirement referral by one Directorate to another. Covert clearances and that type of operational support furnished all Agency components normally come to IOS through the Area SO's who report to the DD/PTOS.

(b) In view of the stature and sophistication of the OS Directorates, accompanied by sufficient flexibility which permit Area Security Officers to have access to the appropriate operating elements within OS Directorates, it is concluded that day- to-day lines of communication between Directorates, and necessary expediency in decision making would not be a problem in supporting all Area Security Officers if they were all within the same reporting channel. As examples, Area SO's (reporting to the DD/PTOS including Staffs) now go direct to ID/4/IOS for clearance support, and to the Security Support Division for escorts, courier service, getting VIP's through Customs, etc.

25X1A (2.) The reason given by the DD/PS nonconcurrence is: "The OSA and [REDACTED] functions are different than those of the other Security Officers in that they require a higher degree of operational support. They obtain this support directly from the Deputy Directorate for Investigations and Operational Support. To place another Directorate between OSA and [REDACTED] would only slow the process up without gaining any particular or significant benefits."

25X1A COMMENT:

The comments given in subparagraph 3c above are also applicable here. From a viewpoint of practical realities, with the establishment

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of courier services by OSA and OSP (formerly provided by IOS) and taking into consideration, Industrial Security Functions and the Audio Countermeasure Program and the current sophistication of Physical Security, it is reasonable to conclude that activities of both PTOS and IOS must be performed at a similar top level degree of professionalism. By having Security Officers of OSA, OSP and [REDACTED] report to the DD/PTOS would not be placing another Directorate between them and other OS Directorates any more than currently exist for the 14 Area SO's now reporting to DD/PTOS. The findings were that these 14 Area SO's have no problem in obtaining timely and efficient support from all SO Directorates and Staffs. Therefore, it is practical to conclude that the Security Officers of DD/S&T, OSA, OSP and [REDACTED] would also obtain similar support.

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4. Recommendation:

Based upon the factors which have a bearing on Area Security Officer Reporting Channels (para 2), and the findings and conclusions (para 3), it is recommended that the dual reporting channels of Area SO's be discontinued, and that a single reporting channel be established to the DD/PTOS.

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[REDACTED]  
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Attachments:  
As Stated

APPROVED:

*C. excu.*

*C/E&PD*

\_\_\_\_\_  
Director of Security

\_\_\_\_\_  
Date

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